P D P

P E R S O N N E L

D E V E L O P M E N T

P R O G R A M

I

EMPHASIZE THAT PD IS A MAJOR GOAL OF

AGENCY TOP MANAGEMENT

AND PROVIDE A MECHANISM FOR

SYSTEMATICALLY ACHIEVING IT

W H Y !

● Feedback indicates belief of employees that Agency-wide system of
PD is their number one concern.

Feedback also indicates their belief that an effective personnel
development program either doesn't exist or is ineffectual.

Agency needs to demonstrate to employees, by actions, not merely
by pronouncements, that PD is an abiding interest of Agency
managers.

● The Agency needs to identify a suitable number of prospective candi-
dates for executive positions; develop them according to their
individual needs and intended utilization; and judge, during the
developmental process, their demonstrated capacity for future execu-
tive responsibilities.

● PD is needed to develop a suitable number of professional officers
at all levels in order to maintain professional quality and con-
tinuity.

● PD is needed to meet changing technologies and program priorities
and skill requirements, under assumed conditions of static or
reduced manpower levels.

● These considerations demand we do a better job of personnel develop-
ment; thus PDP: a developmental system for assessing and satisfy-
ing both individual and organizational needs.

II

EMPHASIZE THAT INITIAL THRUST

WILL BE ON DEVELOPING

INCUMBENT EXECUTIVES & ASPIRANTS

● Assess and act upon developmental needs of incumbent executives and ascertain their rate of turnover.

Scheduled Mandatory Retirements

No. Executives on Duty   FY '73 FY '74 FY '75 FY '76 FY '77

GS-18
GS-17
GS-16
Total

25X9A2

Add 10% factor to cover Executive eligibles who opt to retire prior to mandatory age.

Estimated Executive Turnover

25X9A2

● Find a suitable number of high potential GS 13-15's from the mid-manager group and develop them.

No. On Duty GS 13-15

GS-15
GS-14
GS-13

25X9A2

● Keeping in mind what their individual strengths and weaknesses are in relation to the key jobs for which they are being developed.

III

AGENCY APPROACH

● Adapt and implement the following CSC Guidelines ███████████   **25X1A**
Career Services:

    (a) Prepare a policy commitment statement

    (b) Prepare development plans for high potential executives
and aspirants

    (c) Improved mobility program

    (d) More effective utilization of training resources

    (e) Establish a system for evaluating developmental programs

● Review progress of PD at Directorate and Agency levels.

    (a) Deputy Director to meet every six months with his Career
Service and Office Heads, when applicable, to review
their implementation of Directorate's PDP

    (b) Executive Director-Comptroller to meet annually with each
Deputy Director to review Directorate's implementation of
Agency's PDP

    (c) Executive Management Resources Board (Executive Director-
Comptroller and Deputies) to head PDP

    (d) D/Pers, as Executive Management Officer, to assist Career
Service and Office Heads, Deputy Directors and ExDir-Compt
at least annually and as often as required to review over-
all status of Agency's PDP and to consider policy changes
and facilities needed to insure success of program

G U I D E L I N E S

CSC   CIA

I. HIGH LEVEL OF ORGANIZATIONAL COMMITMENT

A. ANNOUNCE POLICY

B. ASSIGN RESPONSIBILITY FOR ED

C. ESTABLISH EMRB

D. DESIGNATE EMMO

A. ADVISE CSC THAT AGENCY WILL USE EXISTING CAREER SERVICE MACHINERY REPORTING THROUGH NORMAL COMMAND ORGANIZATIONAL CHANNELS TO CARRY OUT ED OBJECTIVES AND MANAGE PROGRAM

B. ED/C HAS ASSUMED THIS RESPONSIBLITY

C. DEPUTY DIRECTORS CONSTITUTE EMRB

D. D/PERS HAS BEEN DESIGNATED EMMO

II. DEVELOPMENT PLANS FOR EACH MID-MANAGER OR HIGH POTENTIAL EXECUTIVE

A. IDENTIFY & DEVELOP AN APPROPRIATE NUMBER OF HIGH POTENTIAL GS 13-15 MID-MANAGERS AND PRESENT EXECUTIVES

A. CAREER SERVICES SHOULD:

    (1) IDENTIFY CRITICAL ELEMENTS OF EXECUTIVE POSITIONS AND RANK IN IMPORTANCE

    (2) RELATE SUCH INFORMATION TO BACKGROUND OF HIGH POTENTIAL GS 13-15 EARMARKED FOR ED AND TAILOR ED PLANS, INCLUDING TRAINING AND ROTATIONAL ASSIGNMENTS TO PLUGGING THE BACKGROUND GAPS. IN GENERAL, SELECTEES SHOULD NOT BE TOLD THEY ARE CANDIDATES FOR EXECUTIVE DEVELOPMENT

B. NEED MECHANISMS FOR IDENTIFYING HIGH POTENTIAL INDIVIDUALS, E.G., PERFORMANCE APPRAISAL SYSTEMS, OTHER PERFORMANCE STANDARDS, TRAINING REPORTS AND PER- SONNEL INVENTORIES

B. NEED TO CONSIDER SUPPLEMENTATION OF NORMAL TOOLS USED BY CAREER SERVICES, SUCH AS FITNESS REPORTS, PANEL RANKINGS, TRAINING REPORTS, CAREER BOARD VIEWS, ETC. WITH A MODEL DESIGNED ESPECIALLY FOR THE CAREER SERVICE AND WHICH IDEN- TIFIES NORMAL PROGRESSION PATTERNS, TRAINING COURSES, TYPE OF EXPERIENCES NECESSARY FOR UPWARD MOVEMENT, ETC. THERE IS ALSO A NEED FOR FUTHER RESEARCH ON EXECUTIVE APTITUDE TESTING, EXPERIMENTATION WITH FORMAL ASSESSMENT PROCEDURES, AND WAYS OF MEASURING EFFECTIVENESS OF EXECUTIVES.

C. DETERMINE NUMBER OF MID-MANAGERS TO BE DEVELOPED FOR EXECUTIVE PASSPORT BY ANALYZING ORGANIZATIONAL GROWTH AND EXPECTED TURNOVER. IDENTIFY THE SKILLS KNOWLEDGES AND EXPERIENCES APPLICABLE TO KEY JOBS AND SELECT AN ADEQUATE NUMBER OF HIGH POTENTIAL GS 13-15 INDIVIDUALS TO MEET THESE NEEDS

C. EACH CAREER SERVICE SHOULD ESTIMATE EXPECTED LOSSES IN EXECUTIVE POSITIONS AND SELECT TWO OR MORE GS 13-15 CANDIDATES FOR EACH JOB VACANCY. PROBABLY WISE TO TRAIN IN EXCESS OF KNOWN LOSSES SO AS TO HAVE AN ADEQUATE SUPPLY OF FEEDER GROUP PERSONNEL ON TAP

D. PREPARE FOR EACH INCUMBENT EXECUTIVE AND MID-MANAGER SELECTED FOR EXECUTIVE DEVELOPMENT AN INDIVIDUAL DEVELOPMENT PLAN TO EMBRACE FOLLOWING:

  (1) SELF-INITIATED ACTIVITIES
  (2) TRAINING IN MANAGERIAL PERSPECTIVE
  (3) DEVELOPMENTAL ASSIGNMENTS

D. AGENCY INFORMED CSC THAT FORMAL CAREER PLANS WERE TRIED UNSUCCESSFULLY. BELIEVE BEST APPROACH IS AS OUTLINED IN II A SUPPLEMENTED BY CAREFUL INVENTORYING BY CAREER SERVICE BOARD

E. NEED TO RECOGNIZE THAT INCREASED INTERVIEWING AND COACHING WILL BE REQUIRED

E. EACH CAREER SERVICE SHOULD EXPLAIN ITS ED PROGRAM IN WRITING TO ALL ITS CAREERISTS. ALL MEMBERS SHOULD BE INVITED TO EXPRESS THEIR INTEREST IN JOBS AND/OR TRAINING. THEY SHOULD BE INFORMED THAT ACTIONS TAKEN IN LINE WITH THEIR DESIRES SHOULD NOT NECESSARILY BE CONSTRUED AS EVIDENCE OF THEIR PARTICIPATION IN AN ED PROGRAM

III. IMPROVED MOBILITY PROGRAMS

A. NEED SYSTEMATIC PLAN FOR ORGANIZATIONAL, GEOGRAPHICAL AND OCCUPATIONAL ROTATION ACROSS AGENCY LINES FOR WHICH INDIVIDUALS MAY VOLUNTEER. SHOULD BE BASED ON INDIVIDUAL DEVELOPMENT PLANS

A. PER NOVEMBER DEPUTIES MEETING, D/PERS PREPARED PROPOSALS FOR:

  (1) EXPANDING USE OF VACANCY NOTICES THROUGHOUT THE AGENCY, AND ███████████████████████████

25X1A

  (2) FACILITATING TRANSFER OF EMPLOYEES ACROSS AGENCY LINES. OBJECTIVES ARE TO FILL PRIORITY NEEDS, RESOLVE PERSONNEL SURPLUSES AND TO DEVELOP SELECTED PERSONS

B. SHORT TERM MOBILITY POSSIBILITIES INCLUDE TASK FORCE AND COMMITTEE ASSIGNMENTS, INTERCHANGE AGREEMENT IN BUSINESS, INDUSTRY AND EDUCATIONAL INSTITUTIONS

B. CAREER SERVICES ARE ENCOURAGED TO CONSIDER TDY ORIENTATION TRIPS FOR SELECTED EMPLOYEES

- 2 -

IV. MORE EFFECTIVE TRAINING RESOURCE UTILIZATION

TRAINING PROGRAMS SHOULD BE REVIEWED TO DETER-
MINE IF THEY REFLECT MOST RECENT TRENDS IN
EDUCATION AND TRAINING AND IN THE LIGHT OF
NEEDS AS CONTAINED IN INDIVIDUAL TRAINING
PLANS. EMPHASIZE AGENCY-ORIENTED EXECUTIVE
TRAINING

DEVELOP AND PUBLISH CRITERIA FOR EXECUTIVE
TRAINING, e.g., PERCENTAGE OF MAN-HOURS TO BE
DEVOTED TO DEVELOPMENTAL TRAINING EACH YEAR;
ATTENDANCE AT FEI AS A REQUIREMENT TO APPOINT-
MENT TO EXECUTIVE POSITIONS; SPONSORSHIP OF
EXECUTIVE EXCHANGES

AGENCY IS STUDYING ALL FACETS OF INTERNAL TRAINING WITH OBJEC-
TIVE OF LINKING TRAINING RESOURCES MORE CLOSELY WITH PERSONNEL
DEVELOPMENT. THE FOLLOWING IS A PARTIAL LISTING OF MAJOR PRO-
POSALS AND IMPROVEMENTS UNDERWAY:

(a) DEVELOPMENT OF A CORE TRAINING PROGRAM OF SIX COURSES
AS THE BASIC TRAINING SYSTEM FOR PD

(b) STRENGTHEN MANAGEMENT TRAINING AND INCORPORATE INTO
CORE COURSES

(c) STUDY FEASIBILITY OF NEW MANAGEMENT APPLICATIONS COURSE
AND NEW LEADERSHIP CONFERENCE TRAINING COURSE

(d) INCORPORATE ALL TRAINING REQUIREMENTS FOR PD IN MODEL
(GL II B) TO BE DEVELOPED BY EACH CAREER SERVICE

V. IMPROVED PROGRAM DEVELOPMENT EVALUATION

A. OPERATE MECHANISMS FOR EVALUATING THE
EFFECTIVENESS OF ED PROGRAMS AT SEVERAL
LEVELS, INCLUDING THE EFFECTIVENESS OF
PERFORMANCE APPRAISAL SYSTEMS; IDENTI-
FICATION PROCESSES; ACTUAL PROMOTIONS
VS. QUALITY OF THOSE PROMOTED; AND TRAIN-
ING. PROVIDE FEEDBACK

B. USE ED OBJECTIVES AS STANDARDS FOR EVALUATING
PROGRESS MADE

A. AGENCY WILL MONITOR THROUGH EMRB, DEPUTY DIRECTORS, CAREER
SERVICE HEADS AND D/PERS. DEPUTY DIRECTORS WILL EVALUATE
PROGRAMS EVERY SIX MONTHS AND EMRB ONCE ANNUALLY. IN ADDI-
TION, APP WILL BE EXPANDED TO PROVIDE FOR AUTOMATIC EVALUA-
TION BY CAREER SERVICE HEAD AND THE DEPUTY DIRECTORS.